



DEPARTMENT OF THE NAVY
CHIEF OF NAVAL EDUCATION AND TRAINING
NAVAL AIR STATION
PENSACOLA, FLORIDA 32508-5100

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CNETINST 12250.1D
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CNET INSTRUCTION 12250.1D

Subj: CIVILIAN PERSONNEL MANAGEMENT

Ref: (a) FPM/CPI
(b) SECNAVINST 12330.3B
(c) CPI 335

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1. Purpose. To establish policy and set forth instructions for the administration of the civilian personnel management program within the Naval Education and Training Command (NAVEDTRACOM).

2. Cancellation. CNETINST 12250.1C

3. Discussion. Reference (a) provides guidance in the administration of civilian personnel matters. This instruction supplements this reference and is applicable to all components of the NAVEDTRACOM.

4. General. The Chief of Naval Education and Training (CNET) is responsible for the development, direction, and appraisal of personnel management programs at all subordinate commands. The way in which federal managers select, motivate, develop, advance, and treat employees has a major impact on achieving agency program objectives and goals. Accordingly, it is the policy of this command that personnel management effectiveness be recognized and made an imperative management concern including special emphasis during command inspection programs.

5. The Personnel Manager. Primary responsibility for personnel management rests with the local commanding officer. In carrying out this responsibility, the commanding officer must recognize the role of the local personnel officer and fully utilize his expertise in all aspects of personnel management. The civilian personnel officer shall function as a professional advisor and representative in the field of personnel management to aid the commanding officer in the accomplishment of his mission. The civilian personnel officer has the basic responsibility of helping managers and supervisors carry out their personnel management responsibilities within a framework of law, Office of Personnel Management (OPM) regulations, and public policy. Personnel management programs must be operated without violations of law and disregard for the OPM regulations. Such quality services cannot be provided by marginal staffs. Installation commanders shall ensure that their civilian personnel offices are staffed by qualified professionals who can provide quality services.

6. The First-Line Supervisor. This is the vital connecting link between management and the work force. The person-to-person relationships that occur at the worksite decisively affect employee morale and productivity. It is the supervisor who makes the top manager's decisions effective at the working level. The role of the supervisor is highly significant since poor supervision and leadership can undo all that the best intentioned management policies and directives try to achieve. As a member of the management team, the supervisor

must exercise sound judgment and skillful leadership in the execution of personnel management responsibilities. Managers and supervisors should understand the federal personnel system and their role in it.

7. Employment and Staffing

a. Activities are required by law to evaluate fairly the relative capacity and fitness of candidates for jobs in the federal service. Employment practices shall be developed and used without discrimination because of race, color, religion, sex, national origin, or other nonmerit grounds. Heads of activities assume responsibility for the recruitment, examination, selection, and placement of employees. Of particular importance is the merit promotion plan which must provide for full and equal consideration of all qualified employees within the area of consideration. The staff of the civilian personnel office must be technically competent to perform the tasks of this function. Commanding officers will ensure strict compliance with the requirements of part 310 of the OPM regulations on employment of relatives. Supervisors or officials, including military personnel, shall not advocate, recommend, or refer relatives for federal employment or other personnel actions.

b. Part 335 of the OPM regulations requires that promotion actions be according to merit. CNET fully endorses and supports this policy. Each head of an activity, therefore, shall ensure that a systematic means of selection of employees for promotion according to merit is adopted and administered. The servicing civilian personnel officer shares in this responsibility through coordinating, developing, implementing, and administering the activity program.

c. Management has and must retain the right to select from any source as provided in reference (c). In deciding which source to use, activity managers have an obligation to determine which is most likely to best meet the Department of the Navy and activity mission objectives including the infusion of fresh ideas and new viewpoints and consideration of affirmative action and Federal Equal Opportunity Recruitment Program goals and objectives. However, before taking any action to fill a vacant position, either competitively or noncompetitively, employees who are entitled to prior consideration for placement pursuant to reference (c) shall be referred for consideration.

d. Repromotion eligibles who have demonstrated that they are well qualified for a position should be repromoted unless there are persuasive reasons for not doing so. Where vacancies are announced under merit promotion and a repromotion eligible is among the highly qualified, that employee should be selected unless there are substantive reasons to the contrary. Selection of other than a repromotion eligible requires documentation of such reasons, and these reasons are subject to review.

8. Reduction in Force

- R) a. Reductions in force action may result from work force and workload adjustments, funding, ceiling limitations, contracting out determinations, skills imbalances, transfers of functions, and similar causes. Functional commanders may approve reductions of ten or less civilian employees in cases where it is determined that there is no significant congressional, union, or

Equal Employment Opportunity (EEO) interest or impact. Determinations should be based on the use of a fact and justifications sheet and a copy is to be forwarded to CNET (Code OOV). In instances that may involve significant congressional, union, or EEO interest or impact, approval decisions will be made by CNET. All other requests for reduction in force will be forwarded through the chain of command via CNET (Code OOV) for approval by the Chief of Naval Operations.

b. In order to minimize the adverse impact resulting from reduction in force actions, the head of each activity will ensure that civilian personnel officials are properly trained and effectively carrying out the spirit and intent of the Department of Defense Program for Stability of Civilian Employment in compliance with reference (b).

9. Employee and Management Relations. Among the significant functions in this area are labor and management relations, discipline, adverse actions, employee grievances, and appeals. Relations between management and employee organizations and the Equal Opportunity Program are of special significance. All actions affecting employees will be fair and equitable and in accordance with law and regulation. Personnel managers, including first-line supervisors, and equal employment officers and counselors must be fully informed of the rights, privileges, and obligations of federal employees. They must be skilled in their understanding and application of OPM and Navy Department personnel directives. Additionally, a satisfactory climate for the discussion of mutual problems and concerns of employees and management must exist.

10. Training

a. An effective employee development program contributes significantly to increasing efficiency and economy and to building and retaining a skilled and efficient work force. Heads of activities, therefore, shall comply with government policy which requires the development of employees through the establishment and operation of progressive and efficient training programs. Commanding officers shall ensure the periodic review of the training program for compliance with pertinent training directives.

b. Activity EEO plans shall provide for the establishment of training and education programs designed to provide maximum opportunity for employees to advance so as to perform at their highest potential.

11. Evaluation

a. Evaluation is an integral and ongoing management function; it surfaces the issues and problems standing in the way of the fulfillment of management objectives. Through the evaluation process, plans and priorities to overcome problems are established. CNET recognizes a responsibility for formulating or helping to formulate courses of action which will prevent the development of problems and solve identified problems in personnel management. In this connection, CNET and the cognizant functional commander will evaluate activity civilian personnel programs to determine whether they meet OPM and Navy Department requirements. The overall objective of the evaluation will be to identify areas of strength and weakness, and to make suggestions for improvement whenever possible.

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b. Copies of letters scheduling Navy and OPM personnel management program evaluations and written reports of findings and recommendations will be furnished higher echelons of command, up to and including CNET, immediately upon receipt. Reports of action taken by activities in response to these evaluations will be forwarded via the chain of command. In addition, schedules of evaluations to be conducted by functional commands and subordinate activities will be furnished this headquarters. Reports of findings and corrective action taken in response thereto shall be forwarded to CNET (Code OOV) within 45 days of the evaluation.

12. Report. Report control symbol CNET 12250-3 has been assigned to the report of findings and corrective action taken required by paragraph 11b. This report is approved for 3 years from the date of change transmittal 1.

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